



BY ORDER OF THE COMMANDANT

AIR FORCE SENIOR NCO ACADEMY PAMPHLET

04-B (as of: 6 Jan 04)

STUDENT INFORMATION HANDBOOK

This pamphlet discusses:

<u>School</u>	<u>Getting here</u>	<u>Some miscellaneous concerns prior students had</u>
<u>Its desirability, your eligibility, and getting selected</u>	<u>Your arrival and what to expect</u>	<u>Provides a "Hot Tips/Checklist" attachment</u>
<u>Preparing for your attendance</u>	<u>What will happen the first day</u>	<u>And, finally, has a sheet you can leave behind when you come here</u>
<u>Frequently Asked Questions</u>	<u>Curriculum</u>	

This pamphlet contains information for any enlisted member interested in attending in-residence the Air Force Senior NCO Academy (AFSNCOA). It is written for you, the prospective student, and is written from the viewpoint of answering your concerns and questions. If you have any questions, please call DSN 596-2341.

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FOR THE COMMANDANT



In this pamphlet, our intention is to try to put you, the prospective student, into a positive frame of mind about attending the Academy in residence. In a departure from the sterile "just the facts" approach of earlier editions, we've written this version of the pamphlet as a conversation between the Academy and a prospective student.

Armed with that information and willing to put forth the effort needed, your successful graduation is virtually assured. But before you start to think about what you'll be doing on graduation day, it's probably a good idea to try to understand a little bit more about the school.

1. **The School.** Exactly what is the AFSNCOA? Why does it exist? How is it set up?

- a. The Academy is the final and highest level of enlisted professional military education (PME) available in the Air Force's program to educate the enlisted force. The Senior NCO Academy comprises a 7-week, 33 Academic day, 304-hour course requirement.
- b. The AFSNCOA was formed to further develop the leadership and management skills of the senior noncommissioned officer. The lessons and experiences of the academy assist the senior NCO in dealing effectively with the issues in today's

military. The all-volunteer service, contemporary social problems, the changing world situations, and the changing roles of the military are some of the challenges encountered by senior enlisted leaders. Additionally, those commanders who will be giving you up for the length of the course have a say as to what they expect from a senior NCO who has attended. Our course of instructions prepares today's enlisted leaders to both face those challenges and meet their commanders' expectations. That central concept, preparing you to face challenges and meet expectations, drives everything we do here.

c. What we do here is to expand the leadership and management capabilities of senior enlisted leaders such as yourself, to increase your ability to communicate through the written and spoken word, and to reinforce your commitment to the profession of arms. We do this through the efforts of a dedicated and professional team.

d. We have a vision of how well we can carry out that task. We constantly strive to seek and apply innovative technological advances, educational mediums, and methodologies for the continued development of senior enlisted leaders to meet the challenges of the 21st century. With "Excellence in All We Do" as an ever-present force driving our processes, the Academy is a place of dynamic growth, change, and ever-increasing effectiveness. That, of course, means that the curriculum changes and improves almost from class to class. If you've talked to a student who attended "a year or two ago," chances are good that much about the Academy has changed since he or she went through. This pamphlet will give you the latest information on our efforts to make our vision a reality.

e. It is our basic belief that military people at your stage of career development have the need, capacity, and desire for advanced professional military education. The senior NCO professional military educational program is based on sound educational principles with high academic standards and strives to satisfy individual student needs with individualized instruction where possible. Make no mistake, the Academy will challenge you—and reward you for striving for and meeting that challenge. One such reward includes college credits.

f. The AFSNCOA is affiliated with the Community College of the Air Force (CCAF), which is accredited, by the Southern Association of Colleges and Schools, Commission on Colleges (SACCS). All AFSNCOA graduates are credited with 9 college semester hours through CCAF. Credit is awarded in the following areas: Military Studies (4 hrs), Organizational Theory and Behavior (2 hrs), Managerial Communications (2 hrs), and Leadership and Management (1 hr).

g. The AFSNCOA is a campus of the Air University's College for Enlisted Professional Military Education (CEPME). The Academy Commandant is a CMSgt who heads an organization in which there are two directorates: the Education Directorate (ED) that oversees everything that goes on in the classroom, and the Resource Programs (RP) that takes care of the things not directly involved with curriculum.

(1) ED is further broken down into three divisions: Programs Management (EDA), Policy Management and Institutional Effectiveness (EDB), and Curriculum Management (EDC).

(2) RP has an Orderly Room function called the Commandant's Support Staff (CSS) and is broken down into four divisions as well: Program Support (RPP), Resource Management (RPR), Information Technology (RPT).

h. That gives you a quick look at how the organization is structured, but what about the classrooms? How are they set up?

(1) You'll be assigned to a Flight of approximately 12-15 people and will report to a Flight Instructor who is on the Academy faculty. Each Flight falls administratively beneath one of the divisions of ED. Thus, the reporting chain for a student during his or her TDY to the Academy is: Flight Instructor first; then, if necessary, the appropriate Division Chief; after that, the Director of Education stands ready to resolve most any major issue; and, finally, the Commandant maintains an open-door policy. Since the Flight Instructors are those with whom you'll interface daily, let's take a closer look at them.

(2) Each of the Flight Instructors at the Academy is a trained and competent Instructor. Your Instructor may be Army, Navy, Coast Guard or Air Force. He or she may be active duty, Guard, or Reserve. You may even have an instructor who is an International Exchange Instructor (we have an exchange Instructor from Canada and one from Germany). The rank of your Instructor is usually MSgt or SMSgt (or sister service equivalent). We do have a couple of CMSgts as Instructors and our Canadian Instructor is a Chief Warrant Officer. Each Instructor is a graduate of the AFSNCOA, has completed Academic Instructor School, and has gone through initial training classes under the supervision of an experienced Instructor before completing his or her solo class. In addition to this initial qualification, the Faculty proactively engages in continual In-Service Training to constantly hone their classroom skills.

(3) Aside from the Faculty, the Academy maintains a selectively manned staff of support personnel in the RP Directorate. The primary role of the support staff is to ensure that students are able to concentrate on the lessons at hand, taking care of most everything else in a manner as transparent to the student populace as possible.

2. Desirability/Eligibility/Selection. Okay, now you understand the why and how of the Academy. But is this really for you? What do they teach? What must you do to be eligible to attend? Who is selected and how?

a. Whether you plan on retiring in a couple of years or plan to dedicate the next decade or more of your life to serving in uniform, the Academy offers you a valuable educational experience that will benefit you in your military career, your post-military career, and your personal life. Our primary focus, however, is on your military career.

b. Along those lines, the curriculum at the Academy is designed keeping in mind both your needs and the needs of the Commanders who rely on you. Its intent is to further develop your military professionalism by increasing your leadership and management capabilities, your communicative skills, and your understanding and appreciation of the military profession. The curriculum is divided into three major areas of instruction.

(1) At the core of the curriculum are the Leadership and Management (L&M) lessons. Three lessons make up the Leadership module. Behavior Analysis, Human Resource Development, and Organizational Management. Lessons flow from an initial introduction of selected leadership and management principles through interactive discussion of the theories, concepts, and techniques involved in those principles. Having received the basics, you will then build on that knowledge during case studies where your flight tries, as a team, to apply these principles to achieve the best culmination of realistic scenarios. Finally, at the end of course, you will undergo two application-level exercises to evaluate your ability to apply these skills. The first of these two exercises is used to clarify the areas needing additional discussion to develop the greatest understanding of the principles involved. We call this first exercise our formative (practice) exam. Two days later you will take the summative (record) evaluation. Your successful completion of the summative evaluation determines your success at the Academy. Everything leading up to the summative evaluation is geared to ensure your success when you take it.

(2) In addition to the L&M lessons, the AFSNCOA prepares you for the world of increasing demands for your effective communication skills. Our Communication Skills module is designed to improve your ability to both write and speak effectively. This module begins with a formative 7-11 minute speech and editorial article to inspire, motivate, or influence others. Then, the module will focus on instructors giving feedback on student's editorial articles. After formative exercises in both writing and speaking, the students will engage in a summative 4-6 minute speech on a selected weapon system. Finally, each student will do a second summative exercise; the 7-11 minute speech and position paper will focus on students defending their position on a selected CCM issue. Each of these second summative communication skills projects, as were the formative projects, is done individually, rather than as group projects.

(3) The final block of lessons is called the Profession of Arms (POA) module. These lessons are meant to expand your perspective of the military profession. Emphasis is placed on your role as a senior leader who needs to explain to subordinates how unit-level duties fit into the larger context of joint operations in support of national policy. The POA module gives students the "big picture" of our military profession. This module also acknowledges the role that wellness plays in your professional military accomplishment of your assigned roles. The wellness program is designed to encourage a healthy lifestyle through an introduction to aerobic exercising, strength and conditioning training, and the use of wellness as a stress management tool.

c. Does all this sound good to you? We thought so. But are you eligible? Let's take a look. Eligibility for attendance has several aspects to it.

(1) Here's a brief summary of the basic eligibility considerations.

(a) First and foremost, you must have attained the pay grade of E-7 or higher. Even then, only those E-7s who were near the top of the list of non-selectees during the previous E-8 selection boards are normally chosen to attend.

(b) You must have at least 6 months retainability beyond the graduation date for the Academy class you will attend.

(c) To be eligible to attend, you must have a security clearance authorizing your access to collateral **SECRET** material as a minimum.

(2) There are also some physical requirements for attendance.

(a) Outside of the classroom, you will be required to participate in the wellness program. Within the classroom, you will be required to sit for 45-minute blocks and to deliver speeches from a standing position where a portion of your grade will come from the effectiveness of your movement.

(b) Per the memorandum from HQ USAF/DPLLEE dated 17 June 2003, "Personnel with certified medical profiles (Temporary or Permanent) will not attend the AFSNCOA without prior approval of MAJCOM." Forward all request for medical profile attendance to your Formal Training flight, who will forward them to the MAJCOM PME functional manager. "Students will not depart for the AFSNCOA without prior approval. MAJCOMs must coordinate request for medical profile attendance with the AFSNCOA Commandant." It can be your service's equivalent if you are not Air Force.

(c) The AF Form 422 or equivalent must clearly state any limitations on a member's ability to march or walk, stand for extended periods (30 minutes minimum), speak, write, or limitations on physical conditioning activities. Without that documentation, you must fully participate in all physical activities. Please click on below link to view a completed [AF Form 422](#).

(3) A professional military image also plays an important part in meeting the eligibility requirements of AFI 40-502, the Weight and Body Fat Management Program (or your service equivalent). You must adhere to standards of dress and appearance. That means that you must be within the Air Force (or your service) standards for weight and body fat. You must be weighed at your home station 30 days before class start date. If you exceed weight standards, you must be measured for body fat. Regardless of documentation, any student who, in the opinion of the Instructor, appears to not meet weight/body fat standards during the course of his or her attendance is subject to being weighed and body fat checked.

(4) Do you want more specific information about eligibility and selection?

(a) For Air Force active duty students, Headquarters Air Force Personnel Center (HQ AFPC) selects senior NCOs to attend the Academy. Detailed eligibility requirements are located in Air Force Education and Training Course Announcement (ETCA): <https://etca.randolph.af.mil/> and in AFI 36-2301.

(b) The Air Force Reserve and Air National Guard have respective personnel centers that select those attending. Additionally, they have a Liaison Officer at Maxwell AFB. The Liaison Officer may be reached commercially at (334) 953-7039 or DSN 493-7039. Finally, there is both a Reserve and Guard Liaison on the Faculty. We currently do not have an Air Force Guard Liaison at the Academy please contact the Director of Education commercially at (334) 416-4808 or DSN 596-4808. The Reserve Liaison at the Academy can be reached at (334) 416-1845/596-1845.

(c) Army students are selected through their personnel center. There is an Army Instructor on the faculty who serves as the focal point for Army students. The Army Instructor at the Academy can be reached through the Director of Education commercially at (334) 416-3320 or DSN 596-3320.

(d) Navy students are selected by their Air Force counterpart at BUPERS. There is a Navy Instructor on the faculty who serves as the focal point for Navy students. The Navy Instructor at the Academy can be reached commercially at (334) 416-3422 or DSN 596-3422.

(e) Coast Guard students are selected through their personnel center. There is a Coast Guard Instructor on the faculty who serves as the focal point for Coast Guard students. The Coast Guard Instructor at the Academy can be reached through the Director of Education commercially at (334) 416-1538 or DSN 596-1538.

(f) International students are selected by their respective countries. We have two International instructors with plans to add two more in the future. Our present International Instructors include our German Exchange Instructor and our Canadian Exchange Instructor. Our German Exchange Instructor can be reached commercially at (334) 416-1561 or DSN 596-1561. Our Canadian Exchange Instructor can be reached commercially at (334) 416-1523 or DSN 596-1523.

3. Preparation. You've volunteered for/been selected to attend the Academy. Actual attendance is still months down the road. You've decided this course is something you really need to prepare you to better perform the increasingly complex and important duties you will be tasked with as your career progresses. You are ready to jump at the chance. What should you be doing now?

a. Prepare academically. The Academy's experience has been that students with poor reading and English grammar skills have a more difficult time completing the stringent requirements of the curriculum. You should evaluate your reading and English expression skills **before** attending. The Academy recommends that you visit your education office for diagnostic reading and English usage tests to identify any area needing improvement prior to attendance if you have any doubts about these skills. As a quantifying point, it is the Academy's conclusion that students scoring below the 10th grade level in reading comprehension will have to work harder. They will need to hone those skills they do have, improve where they can in the time prior to class, and work exceptionally hard while in attendance. Don't let that discourage you though; those willing to do those things have proven time and time again that they can succeed. If your diagnostic testing results indicate you have a comprehension level less than you want or if you feel you need some assistance, it would help to complete a remedial course before attending the Academy. Even for the student secure in his or her grasp of reading and writing skills, the Academy recommends a review of English principles to prepare for the writing assignments—it couldn't hurt.

b. Ensure you have the proper civilian clothes and uniforms to bring with you.

(1) For civilian clothing, you will need to have athletic wear, including good shoes, for use during wellness activities. Perhaps understanding weather conditions by season would help you to plan on what other civilian clothing to bring.

(a) If you will be attending during the winter months (Dec-Feb)
Normal Max/Min Temperatures: 61/40
Average Number of Rain Days: 32

(b) If you will be attending during the spring months (Mar-May):
Normal Max/Min Temperatures: 76/55
Average Number of Rain Days: 33

(c) If you will be attending during the summer months (Jun-Aug): Normal
Max/Min Temperatures: 90/71
Average Number of Rain Days: 37

(d) If you will be attending during the fall months (Sep-Nov):
Normal Max/Min Temperatures: 77/55
Average Number of Rain Days: 23

(2) As far as military uniforms are concerned, the requirements differ according to the branch of service you are representing.

(a) Active Air Force, Air Reserve, and Air National Guard students are required to bring their mess dress or semiformal mess dress uniform for mandatory wear during the Class Dining-In and the Graduation Banquet. They are required to have a service dress uniform for class photos, ceremonies, and other special

functions. Day-to-day in the classroom, the uniform of the day is long-/short-sleeve blue shirt and trousers/skirts. On selected Fridays, Battle Dress Uniforms (BDUs) with issue hats must be worn. It is also a good idea to bring **an extra pair of boots** to wear out to the Project X course. There are several water hazards on the course, and if you fall in, it could take several days for your boots to dry. Sweaters and jackets are optional, but jackets will not be worn in the classrooms or auditorium. The only authorized hats, while in blues, are the flight cap and beret.

(b) Army students will need the dress blue, mess dress, or Army Class A green uniform with white shirt and black bow tie for the Class Dining-In and Graduation Banquet. They will need the Army Class A/B green uniforms for class photos, ceremonies, and other special functions. Uniform of the day is usually long-/short-sleeve light green shirt with trousers/skirts. BDUs with issue berets will be worn on selected Fridays. Sweaters and jackets are optional.

(c) Navy students will need the dinner dress jacket (white or blue as required by season) or mess dress (white or blue) for the Class Dining-In and Graduation Banquet. They will need the service dress (white or blue) for class photos, ceremonies, and other special functions. Uniform of the day will be summer khakis. BDUs are optional.

(d) Coast Guard students will need the dinner dress blue uniform (with optional dinner dress blue jacket) for the Class Dining-In and Graduation Banquet. They need the service dress blue uniform for class photos, ceremonies, etc. The tropical blue long uniform is the standard uniform of the day. For selected Fridays, designated as BDU Day on the schedule, they should wear the undress blue/working blue uniform.

(e) International students must bring a mess dress or semiformal equivalent for the Dining-In and Graduation Banquet. They need a service dress uniform for photos, ceremonies, etc. They should have their typical service uniform for day-to-day wear. For selected Fridays, they should bring a utility uniform if their service has one.

c. You may have heard from prior Academy students that you need to bring your complete medical records with you. This is no longer true; **you do not need to bring your complete medical records with you to the Academy.**

d. SATE training is a standard requirement on most military installations. Students attending the Academy will receive a computer safety briefing from their instructor. All students are also required to read safety guidelines within 72-hours of class orientation.

e. Bring (or be prepared to purchase upon your arrival) basic classroom supplies. You will need things like pencils, pens, tablets, notebooks, etc. The Academy is not funded

to provide these items for students. Additionally, you may want to bring utensils and equipment for kitchen usage.

f. Preparing for your time at the Academy also means preparing your duty section for your absence while you're away. Time management is critical during your stay at the Academy. Bringing those duties that should have been delegated will only add more to an already demanding list of things you'll have to do here. Bottom line: get those things you must accomplish done or delegate them before you arrive here.

g. Another consideration relating to time management goes along with planning personal activities prior to your arrival that may interfere with the academic schedule while you're here. Students will not be released early from scheduled academic activities unless absolutely necessary. (leaving class early to drive to Birmingham or Atlanta airports to pick up guests isn't considered absolutely necessary).

4. **Travel.** You think you've done all the preparation, and the class start date is fast approaching. Now how do you get here? What are your options?

a. Air Travel is a popular option and, for overseas students, the only option. The Air Force Education and Training Course Announcements Catalog (ETCA) <https://etca.randolph.af.mil/> authorizes three pieces of accompanied baggage that you may ship as excess when traveling military or commercial air. This is the only special authorization that does not require prior HQ AU/RP approval. For more information, have your local MPF Personnel Relocation Section or your service's equivalent for more information.

(1) Shuttle service is available to Gunter Annex. Upon your arrival to Dannelly Field, please call 953-5038/5039 to arrange transportation. If you do not want to wait for a shuttle van, you can hire a taxi to Gunter Annex. The cost of the taxi is approximately \$25. This cost is authorized as a reimbursable claim on your travel voucher. You should tell the taxi driver that you want to be dropped at the billeting office on Gunter Annex. The driver can ask directions from the Gate Guard.

b. Another popular year-round option is to come to the Academy via your Private Owned Vehicle (POV).

(1) When coming **from the north**, make your way to southbound I-65. Montgomery is approximately 95 miles south of Birmingham. As you approach Montgomery, **exit I-65 onto North Blvd at Exit 173**. Follow the North Blvd east (you can only go east on it) for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(2) When coming **from the east**, make your way to southbound I-85, which goes through Atlanta. It is approximately 175 miles from Atlanta to Montgomery. As you enter Montgomery, **exit I-85 at Exit 6**. This is East Blvd. Turn right onto East Blvd. You will be traveling north. Approximately four miles north, you will exit at the Hwy 231/Congressman Dickenson Drive exit to Wetumpka/Gunter Annex. Turn left at the light onto Congressman Dickenson Drive. As you come back under the East Blvd, head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(3) When coming **from the south**, make your way to northbound I-65. If you take I-10 along the gulf coast, you can get onto I-65 in Mobile. Montgomery is approximately 183 miles north of Mobile. Exit I-65 at Exit 173 (North Blvd) **Do not turn at the exit marked "Maxwell AFB"—go past that exit and up to Exit 173**. Follow the North Blvd east for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(4) If you are approaching Montgomery **from the west** coming in from I-20, take I-20 through Meridian, Mississippi, and cross the border into Alabama. Take I-20 until you come to U.S. 80. Stay on U.S. 80 through historic Selma and follow the signs past the airport and on up to I-65. Get on northbound I-65 and head north for approximately 6 miles, coming through most of the city. Exit I-65 at Exit 173 (North Blvd). **Do not turn at the exit marked "Maxwell AFB"—go past that exit and up to Exit 173**. Follow the North Blvd east for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

NOTE: Students en route who experience problems or delays should contact the Maxwell AFB Command Post at commercial: (334) 953-7333 or DSN 493-7333.

5. **Arrival.** You've come through the gate, fully prepared, and are ready to get this thing done. What next?

a. Checking in is fairly simple. Stop by the billeting office. Again, the Gate Guard can point billeting out to you. They are expecting you in billeting. **In fact, they've reserved an entire billeting complex just for Academy students.** You may wonder if you will have to pay anything up front. First, it is important to note that personnel traveling from stateside locations can report in **Not Earlier Than** the day prior to Day 1 of your designated class. Students coming from overseas locations are permitted to

check in **Not Earlier Than** two days prior. Individuals reporting earlier than mentioned are not guaranteed lodging on Gunter Annex and may be required to move once the class begins. Additionally, the costs of those days are at the student's expense.

(1) Once you arrive at lodging, please look for the SNCOA laptops located next to the billeting counter. You'll be required to enter your social security number and prompted to fill out some basic information. You are required to check in via the SNCOA laptops before you check in at the lodging counter so we can verify your information and know you have arrived safely. **Note:** Check-in via the SNCOA laptops **IS MANDATORY and should be completed BEFORE you leave the lodging office.**

(2) All students must pay for their lodging. Lodging requires that you pay every 15 days while you attend the AFSNCOA. The daily cost is \$21.00. This cost is reimbursable on your travel voucher.

(3) Additionally, the Billeting Office charges you 35 cents for each long distance call you make, including calls to supposedly toll-free numbers. Even if you are calling a 1-800 or 1-888 number, Billeting will charge you 35 cents for the call. This is even true if you have a pre-paid phone card. Three or four calls a week while here could result in the accumulation of 20 or more instances of this 35-cent fee. That would, of course, be only \$7 and, in any case, it will usually be a small fee; however, students in the past have been surprised by it; don't you be surprised by this charge. You will need to pay it when you check out and it is not reimbursable on your travel voucher.

b. Once you've checked in, you may wonder what your room will be like.

(1) Room features include single occupancy, carpeting, and depending on the building some rooms have a private bathroom while other buildings you are required to share a bathroom. Each room also has a full-size bed, nightstand, easy chair or two, desk and chair, telephone, and cable TV. Regular housekeeping is part of the package.

(2) There are washers and dryers available in a common-use area. You will, of course, have to provide your own laundry soap, softeners, etc. Billeting has available such things as linens, towels, soap, irons, and ironing boards; however, they can't supply you with an unlimited number of towels and the like. If you plan on using several towels a day, we recommend that you bring a few extra with you.

(3) The dorms are right next to the Academy and, within a very short walking distance, the Library, the Dining Facility, and the Falcon's Nest (the NCO Club).

(4) All dorms are nonsmoking. That means that you can't smoke out on the balconies, in the stairwells, in the dayrooms, in the laundry rooms, or any other common area that other nonsmokers would want to pass through.

c. Okay, you've arrived and have a place to stay. Time now to think about another basic survival need—food!

(1) Actually, you need go no further than your room if you first patronize the commissary. The commissary (and the BX Shoppette) are within easy walking distance of the dormitories. The dormitory rooms are each equipped with a refrigerator/freezer as well as a microwave oven. Stock up at the commissary/Shoppette and you can fix your meals in your room.

(2) Tired of cereal, sandwiches, and meals from a microwave? The Dining Facility is located right next to the Academy/Dormitories. It can accommodate you for breakfast and dinner meals; however, it is off-limits to AFSNCOA students for the mid-day meal. This is due to the limited serving capacity and the fact that the Commissioned Officer Training School (COTS) students are required to eat their mid-day meals there. The Dining Facility just can't handle all the Academy students and the COTS students at the same time.

(3) On-base, you can go to the Falcon's Nest (the NCO Club) for your mid-day meal. The Falcon's Nest is a very short walk and within line of sight from the dormitories.

(4) For those of you who might drive here, the usual fast-food places are all within a five-minute drive out of either gate.

(5) Okay, you're settled in and your basic survival needs are met. Time to remember the folks back home now?

d. You are going to be here for approximately a month and a half. You'll likely want to know about letting folks back home know you're here and how to stay in touch.

(1) Getting mail set up: By academic day 3 you will be given a mailbox number. Maybe you can't wait until then to tell the folks back home before you even leave for here what a good address will be until you get your mailbox number. Or maybe you want to mail something ahead so it will be here for you when you arrive. Use this address:

[RANK & FULL NAME]

IN-BOUND AFSNCOA STUDENT

100 SOUTH TURNER BLVD

MAXWELL AFB, GUNTER ANNEX AL 36114-5360

(2) When you get here, you can check in with the Post Office to see if anything has arrived for you. If it did arrive before you checked in, the Post Office will hold it under the "General Delivery" category until you call for it at the counter. Remember; once you've received your actual box number, you can let the folks back home know your new address. It will be:

[RANK & NAME]

PO BOX _____ (provided when you in-process)

100 SOUTH TURNER BLVD

MAXWELL AFB, GUNTER ANNEX AL 36114-5360

(3) TELEPHONE CONTACT AFTER HOURS: Of course, you want your people to be able to get in touch with you directly. No letter tops the personal touch of a friendly voice on the phone. Then, too, there is always the chance that your family or co-workers back home may want to discuss something with you that letters back and forth just won't accomplish. So how can they call you when you aren't in school? They just dial:

Comm: (334) 270- 4000

That will let them hear a recording and be able to enter your room number's telephone extension to ring the phone in your room (once you provide them with that extension number). Even before you provide them with the phone number, they can call the number above and then select the "talk to billeting clerk" option. When the billeting clerk comes on, your caller can just provide your rank and name and let the clerk know you are an Academy student. The clerk will put them through to your room. But what if you are out of the room when they call? The rooms all have voice messaging capability. When the caller gets no answer after a number of rings, he or she will be given the option to leave a voice message. The instructions for managing your voice messages (review, skip, delete, etc.) are in your room, by your phone.

(4) ROUTINE/NECESSARY RETURN CALLS WITHIN 1-2 HOURS: If your unit or family needs to reach you during the duty day and it can't wait until after hours please have them contact your instructor and leave a message on their voice mail. Within the first hour of your orientation with your instructor he/she should provide you with their phone number, flight number and name to provide to your family and unit. All contact should be made through that phone number.

(5) EMERGENCY PHONE CALLS: What if it's more urgent than that?

(a) Emergencies—During school hours: Calling the Director of Education's office and indicating the urgency of your call will cause us to send a runner to the Flight's seminar room and pull the student out of class. **Please tell your people to use this option only during bona fide emergencies.**

DSN: 596-4808

Com: (334) 416-4808

The person at that number can page the Academy building or ensure a runner goes to the classroom to get the student.

(b) Emergencies—After school hours: If someone attempts to call your room and cannot get in touch with you, and it is a **TRUE EMERGENCY**, they can contact the Maxwell AFB Command Post 24 hours a day and 7 days a week. Their numbers are Com: (334) 953-7333 or DSN 493-7333.

(6.) Fax Machine usage here at the academy. Fax machines are not to be used by the students. If you have something that you need to fax or needs to be faxed to you please inform your instructor and they will assist you. The fax machine number is x1564.

(7) Copy machines are off limits to students. The library provides copy machines for your use.

6. **Day 1.** Finally, you're all checked in, things are squared away with the folks back home, and you are getting ready to get a good night's sleep so you are prepared to face tomorrow and that first day at the Academy. But what can you expect on Day 1?

a. **Where** do you show up? You can't miss the Academy; it is right next to the dormitories. Outside the main entrance is "Flag Park" where, on the morning of Day 1, the 50 State flags and the U.S. flag will be on display. Enter the Academy through the doors facing Flag Park, and you will find yourself outside the West Auditorium.

(1) When you check in at lodging, a sign will indicate that you are **required** to **check in via the laptops provided next to the lodging counter.** You will be asked to verify some basic information and then the computer will prompt you print out an instruction sheet that you will **bring with you on day one.** When you enter Kisling Hall through the entrance by Flag Park, you'll see signs directing you to your individual Flight Rooms.

b. **When** must you be there? The front doors open at 06:30. From then until 07:00, you can locate and check out your Flight's classroom where you will spend the majority of your class time while here. **By 07:00, you must be in your Flight Room. Note:** If you are a late add-on, or from a sister/foreign service, you may not appear in our

database when you key in your social security number. You will be prompted to key in some additional information and asked to print out an instruction sheet that will direct you to the **SNCOA auditorium NLT 0630 on day one.**

c. **What** should you be wearing? You should be in uniform. The normal uniform of the day is described in paragraph 3b(2),

d. **What else** should you have with you? Your Flight Instructor will ask for:

(1) One copy of the orders that send you to the Academy.

(2) If you have any physical restriction, the AF Form 422, Physical Profile Serial Report, or your service's equivalent as described in paragraph 2c. 2(a)(b)(c), above.

(3) A computer is required to complete communications skills portions of the SNCOA course. The SNCOA has limited numbers of computers to loan out. It will benefit you to bring a computer, if possible. Please contact your squadron Technical Support Element and sign one out on a hand receipt.

e. **What** will they **give you**?

(1) Hand-receipted material. You will be issued several items that must be returned when you are ready to graduate (e.g., re-usable school books, a VHS-format video recording tape for taping your speeches, floppy disc(s) for saving files created on the laptop, etc.).

(2) Material that's yours for life. You will also be issued things critical to your success here (Student Guides to the lessons, a schedule, etc.) and for your personal growth (books from the "Chief of Staff Recommended Reading" list, etc.) that will be yours to keep when you leave.

7. Well, that gets you into the classroom and your Flight Instructor will take it from there. However, there are some other considerations that might help you in making the duty performed on this TDY a success. These lessons have been learned through hard experience by your predecessors here; you should benefit without having to go through the rough times. Here are some basic hints and lessons learned.

a. Outside-of-the-Classroom Preparation for lessons. Lessons are conducted, for the most part, in an open forum of facilitated discussions in the Flight Room. Nearly all of them have some required or optional reading that should be done prior to class start. When all members of a Flight pull their own weight and prepare through these readings, all members of the Flight can constructively contribute to those facilitated discussions. It is during those facilitated discussions that the understanding of the lesson concepts evolve from an academic "knowledge" to a much more useful ability to "apply" the concepts. Additionally, many lessons have homework to complete prior to the class. Again, when the entire Flight can discuss the homework, each student

prosper more from the lesson. Finally, there are case studies with many lessons and all modules. Reading through the case studies in advance gives each student a better framework in which to analyze the case study. Bottom line: If you prepare for each lesson and share your knowledge and experiences, you'll take a major step toward receiving a graduation diploma.

b. The Schedule. Your Flight Instructor will go over the schedule with you and help you to understand it. But if there is one single thing that will save your "stuff," it is the schedule. It will tell you when to be somewhere and where that somewhere is. It will tell you when upcoming events are getting nearer, such as tests, speeches, paper turn-ins, etc. It will tell you when meetings are happening so that, if you volunteered for anything, you can meet with the other volunteers. And, speaking of volunteering.

c. Opportunities to excel. Each Flight has a wide variety of responsibilities that must be carried out either as a Flight or by individual Flight members. Some things are going to be right up your alley; others are going to be something that one of your flight mates will jump on. But each of you will be afforded the opportunity to step up into a leadership role somewhere during the course of your time here. At the end of the class, it is too late to say "I'd have gotten more out of this experience if I had been more involved in what was going on." Don't let that be you—get involved right from the start.

d. Community involvement. Although each of you comes to us from a community in which you might be involved to some degree or other, the City of Montgomery and the students of the Air Force Senior Noncommissioned Officer Academy have a long tradition of cooperation and involvement. When you get the chance to step out of the classroom and do something to touch this community, you increase the credibility and the reputation of the U.S. Armed Forces. Class after class, graduating students talk about the enrichment to this overall experience was involvement in one or more community efforts. We encourage you to get the most out of this that you can and you'll do that by putting the most into it that you can.

e. Expenses. Other than basic self-maintenance (food, toiletries, laundry supplies, etc.), there are a couple of functions for which student attendance is **MANDATORY**. These are the Class Dining-In, and the Graduation Banquet. If you elect to eat a meal at both occasions, the cost is approximately \$35.00. Most students opt to buy a Flight T-Shirt, contribute to a Class Legacy, etc. Also, there are flight photos and class mementos that you may want to purchase. If you do as the average student does, you'll likely spend less than \$60-\$70 dollars, but please bear in mind that all such purchases/donations are completely optional.

f. A final word about teamwork: If there is one overriding sentiment that comes out of the Academy experience, it is "TEAM!". Our experience has been that there is simply NO student sent here who cannot contribute in some way to the success of his or her Flight mates. You will subsequently benefit from your teammates' involvement in your success. "Together Everyone Achieves More" may just be a platitude you've

heard, but here at the Academy, our graduate's walk away believing that teamwork is the key to success, not just at the Academy, but also in their jobs back home and in their lives away from the job. Don't let a Flight mate struggle, and don't you struggle in silence—your Flight mates will be genuinely interested in your success as you should be in theirs. You will walk into the Academy an individual. The sooner you meld into a team, the greater will be your success. Do it right and you'll graduate a team and make friends you may keep for life. That's not just the opinion of the author nor of the Faculty and Staff; that's the echoed voice of some 37,000 plus students through more than 30 years of our existence! We look forward to your arrival and contributions to our rich history.

8. Well, it was our goal to ease any concerns you might have about the course, to answer most of the frequently asked questions, to arm you so that you can better prepare, and to encourage you to come here with an attitude not of "filling another block" but with one of determination to make this the most enriching learning experience of your life. If you have more questions than this pamphlet answers, feel free to give us a call or respond via e-mail on our home page. We can be reached by commercial phone at (334) 416-2629 or by DSN at 596-2629. Don't forget to check out the "Hot Tips/Checklist" attachment and make a couple of copies of the last page to leave with family, friends, and co-workers.

Hot Tips Section and Checklist

____ Confirm your reporting date and the first day of training with your local MPF

____ If you are a non-active duty Air Force member, please contact your service representative about pre-registration information.

____ Take care of any promotion testing or other personnel actions at your home base before coming to the course. If circumstances won't allow you to do that, then before you come here, set up the appointment(s) for when you will return.

____ Get your medical information, including profile and weight/body fat measure taken care of adhering to the timelines outlined (see Paras 3c(1) and 3c(2) for the details)

____ Bring your TDY orders

____ Bring your Commander's rank, full name, telephone, and street mailing address of the office

____ Bring a sufficient amount of any prescription medications you'll need

____ Don't forget pencils, notebooks, etc.

____ Bring eating utensils, small microwaveable containers, dishes, plates, cups, etc.

- _____ Remember to bring all required uniform items (see para 3b(2) for details)
- _____ Bring Physical Training (PT) gear, extra towels, personal hygiene needs, etc.
- _____ In your wallet/purse: The emergency number to call if you experience any delay enroute to the Academy (see para 5d(4) for details)
- _____ Left with your family and your unit: Contact information (see para 5d for details)
- _____ Upon arrival at lodging ask or check the sign for the REQUIRED CHECK-IN TIME at the AFSNCOA, this will normally be 1-2 days prior to class start from 0800-1600. Uniform is NOT required for check-in during the check-in times.

PLEASE LEAVE A COPY OF THIS PAGE WITH YOUR UNIT AND WITH YOUR FAMILY, FRIENDS, ETC. BEFORE YOU SET OUT ON YOUR TRIP TO THE ACADEMY

When you check in at billeting, you will be given a four-digit extension for the phone in your dormitory room. Let the people back home know what it is so they can annotate this page where the single asterisk (*) appears below. You will receive your mailbox number by academic day three. As soon as you get your box number, you should call the people with whom you left a copy of this page and inform them so they can annotate their copy of this page where the double-asterisk (**) appears below.

1. PHONING THE STUDENT:

Dial (334) 416-5501 or DSN 596-5501. You'll get a recording. When you hear the recording, enter the four-digit dormitory room extension * _____ that the student gave you when he/she called you recently. If you do not have or cannot recall the extension, just enter "0" and it will connect you with the billeting clerk. Tell the clerk the name of your student and let the clerk know he/she is a student at the AFSNCOA, and the clerk will then connect you to the room.

2. MAILING THINGS TO THE STUDENT:

[Student's Rank and Full Name]
100 South Turner Blvd
PSC #3, Box _____ **
Maxwell AFB, Gunter Annex AL 36114-5360

**** To be provided to student upon in processing.**

3. NOTIFYING THE ACADEMY OF AN EMERGENCY INVOLVING THE STUDENT:

Step one, of course, is to contact the American Red Cross. The Red Cross then normally notifies the Academy Staff. The Academy's emergency telephone number(s) are commercial: (334) 416-2344 or (334) 416-4808 and DSN 596-2344 or 416-4808 during normal duty hours. After duty hours, call the Maxwell AFB Command Post at commercial: (334) 593-7333 or DSN 493-7333



The goal of the Air Force Senior NCO Academy is to conduct a quality educational program that will contribute significantly to the professional development and motivation of senior enlisted leaders. This goal is accomplished by providing a relevant and interesting curriculum based on student needs, improving communications and teamwork, maximizing professional and personal development opportunities and improving management procedures.

The AFSNCOA is affiliated with the Community College of the Air Force (CCAF), which is accredited, by the Southern Association of Colleges and Schools, Commission on Colleges (SACCS). All AFSNCOA graduates are credited with 10 college semester hours through CCAF. Credit is awarded in the following areas: Leadership and Management (3 hrs), Organizational Theory and Behavior (3), Managerial Communications (2 hrs), and Military Science (2 hrs).

The SNCOA is in the initial stage of converting paper-based curriculum to a computer-based format. The system you will be using operates very much like a "Web Site". It looks like the internet and you move through the information in much the same way. The fact that you are here shows that you are familiar with how to navigate a web site.

The curriculum is divided into three major areas:

[Leadership and Management](#)
[Communication Skills](#)
[Profession of Arms](#)

Leadership and Management (L&M)

This area of the curriculum makes up the largest portion of scheduled time for the students. It is divided into three application level modules focusing on sound leadership and management principles. For each module, instructors lead in-depth discussions of

these principles. Each module culminates with an application level case study where the students practice the newly learned principles by applying them to simulated situations.

The three Leadership and Management modules are the Behavior Analysis, Human Resource Development, and Organizational Management Modules.

Behavior Analysis Lessons:

The BAM module provides students with a deeper understanding of human behavior. It helps them understand how and why their subordinates react to different circumstances and also helps them understand themselves better. Students also see the benefits they can achieve for themselves and their units by using this understanding to prevent discrimination and sexual harassment. This module's lessons examine the areas of Team Building, Suicide Awareness, Stress Management, Personal Profile System, Diversity, Values, and Organizational Norms.

Human Resource Development Lessons:

The HRD module offers alternatives for supervisors to improve their subordinate's overall performance. The lessons in this module help improve students' leadership skills by addressing the areas of Situational Leadership, Transactional Analysis, Contemporary Motivation, Power, and Performance Counseling.

Organizational Management Lessons:

The OMM module takes a broad view of the organization. Students learn how to be proactive and positive in their leadership roles in today's changing environment by applying lessons in Organizational Design, Managing Organizational Change, Managing Organizational Conflict, Decision Analysis, Project Management and Step-by-Step Problem Solving.

Communication Skills

Whether written or spoken, communication is vital for leaders today. This module begins by surveying the students' speaking and writing abilities, and then gives them a thorough exposure to developmental lessons on needed skills. After formative exercises in both writing and speaking, the students are summatively evaluated in both areas. For the broadest exposure to writing formats, students write using formats from AFH 37-137, The Tongue and Quill. After finishing their documents, the students learn how to be authoritative speakers by giving spoken presentations of their written documents.

Profession of Arms

The lessons in this area expand the senior NCOs' perspective of the military profession and reinforce military standards to include: dress and personal appearance, military customs and courtesies, and drill and

ceremony. Emphasis is placed on the students' role as senior leaders who need to explain to their workers how their unit-level duties fit in the larger context of joint operations in support of national policy. This area allows students to reflect on the relationship between their work and international situations and viewpoints. Recent shifts in world events and budget cuts have influenced our speakers to expound more on quality programs, joint force capabilities, and doctrinal reviews. Question and answer periods allow the students to interact directly with speakers for clarification of particular aspects involving enlisted leaders. The Profession of Arms area gives students the "big picture" of our military profession.



Help us build our question base. Send additional questions to

sncoa@maxwell.af.mil

When should I arrive?

If you are stateside, you may arrive **no earlier than** one day prior to your class start date. If you are overseas, you may arrive no earlier than two days prior to your class start date. Refer to the [Class Dates](#) page for specific class information.

Is there a shuttle bus available from the airport?

Government transportation is available until 1900 hours. To have a base taxi pick you up you need to call the Transportation Taxi Dispatcher at 953-5038 or 953-5039.

Commercial taxis are also available (about \$25.00), which can be reimbursed on your voucher.

Do I have to pay for lodging?

Yes. You must pay for your lodging at least every 15 days. You may pay for all of your lodging when you check in to make it easier on you. If you decide to pay for your lodging every 15 days, you may/will experience long lines. Since the majority of our 360 students check in on the same day, they are all paying their lodging at the same time.

Lodging is reimbursable on your travel voucher. All personnel are responsible for paying incidental expenses incurred such as telephone calls.

I'm stationed at Maxwell/Gunter AFB. Can I get lodging at the SNCOA?

If you are a local student and want lodging, you must request it through your flight Instructor on DOT 1. They will forward your request to the Director of Resource Programs who will find out if Billeting has a room available. If rooms are available your Flight Instructor will let you know when you can check in. All students from outside the local area will receive lodging first.

Are meals available?

The lunch meal is not available in the dining facility for TDY students. Orders should indicate that the proportional rate for meals applies by stating "Partial government meals, breakfast and dinner, are available and directed; lunch is not available."

Is dinnerware available in lodging rooms?

Unfortunately, dinnerware is not currently available in each room. Lodging management has plans to outfit the rooms in the future; however, if you wish to cook microwavable meals or consume "instant" meals in your room, we recommend bringing a small supply of dinnerware (knife, fork, spoon, bowl, plates, etc.). You may choose to just wait until you arrive and purchase disposable dinnerware from the commissary.

What other expenses should I anticipate?

There are two mandatory functions: the dining-in and graduation banquet. If you elect to consume a meal at both functions, the total cost is approximately \$35. You may also wish to purchase T-shirts, photos, class mementos, and donate to a class legacy. These expenses should not exceed \$65-\$80 and are strictly optional.

Should I bring a computer/printer with me?

You should bring your own laptop computer with you. Students who drive to the academy may elect to bring their own printer to use in their lodging rooms. If you choose to do this, be sure to bring appropriate drivers and a supply of paper. Other items you may elect to bring include extra disks and extension cords.

Will students have access to the World Wide Web/Internet and will they have E-mail capabilities while attending the Senior NCO Academy?

Students will have access to these services via <https://outlook.yourbase.af.mil>. SATE Training must be done and validated by your instructor. This can be accomplished with a letter from your unit or by receiving a computer safety briefing from the Academy. AFI 33-129 states that "Dial-up internet service providers, such as AOL is prohibited for users with internet access through base and deployed networks, except when an organizational subscription is established for official business..." CEPME/SNCOA has not established an organization subscription to such a provider.

Will I be allowed "excess baggage" to attend?

Three pieces of baggage may be shipped as excess when traveling military or commercial air. This is the only special authorization that does not require prior HQ AU/RP approval. Have your MPF consult The Air Force Education and Training Course Announcements Catalog (ETCA) <https://etca.randolph.af.mil/>, for additional travel information.

What should I do if I have a problem enroute?

During normal duty hours, contact the AFSNCOA Resource Program Directorate at DSN 596-4271/2344; commercial (334) 416-4271/2344. After duty hours, call the Maxwell AFB Command Post, DSN 493-7333; commercial (334) 953-7333 and ask that they relay your problem to the Air Force Senior NCO Academy.

Can I receive my post office box in advance?

No, your post office box will be assigned during in-processing/orientation.

I have not received any message traffic on the new correspondence course. May we still enroll effective and what are the procedures for taking the course exam, i.e. computer, hard copy, etc.

The Course 12 correspondence course is now available; however, it was developed and is managed through the Educational Programs Cadre (a staff function of the College for

Enlisted PME). Specific questions regarding the Course 12 should be directed to your base education office.

What forms of drill and ceremony can I anticipate to participate in during the course?

Students will perform reveille and retreat in Service Dress/Service Uniform (short sleeve blue shirt w/ accouterments). Sister service and international students will wear their service equivalent. Students will also attend a dining-in and the formal graduation ceremony. In each of these functions, students will have opportunities to serve in key roles to directly influence the outcome and refine their leadership skills.

Are students authorized rental cars while attending the AFSNCOA?

No. Students are not authorized rental cars while attending the AFSNCOA. Students may be authorized a rental car for the purpose of travel from their base to Maxwell AFB, Gunter Annex if the Orders Approving Official justifies the rental car as more advantageous to the government. Students desiring to have a vehicle to drive for personal convenience while at the AFSNCOA may elect to drive their POV (with approval from Orders Approval Official).

The school, the dormitory, the dining facility, and the library are all co-located on the AFSNCOA campus. Use of rental cars while attending the AFSNCOA is not a prudent expenditure of government funds and is not recommended.

Can I wear my flight suit on Friday's instead of BDUs?

No, all students are required to wear BDUs on Friday.